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WATERTON TOURISM STUDY

EXECUTIVE SUMMARY

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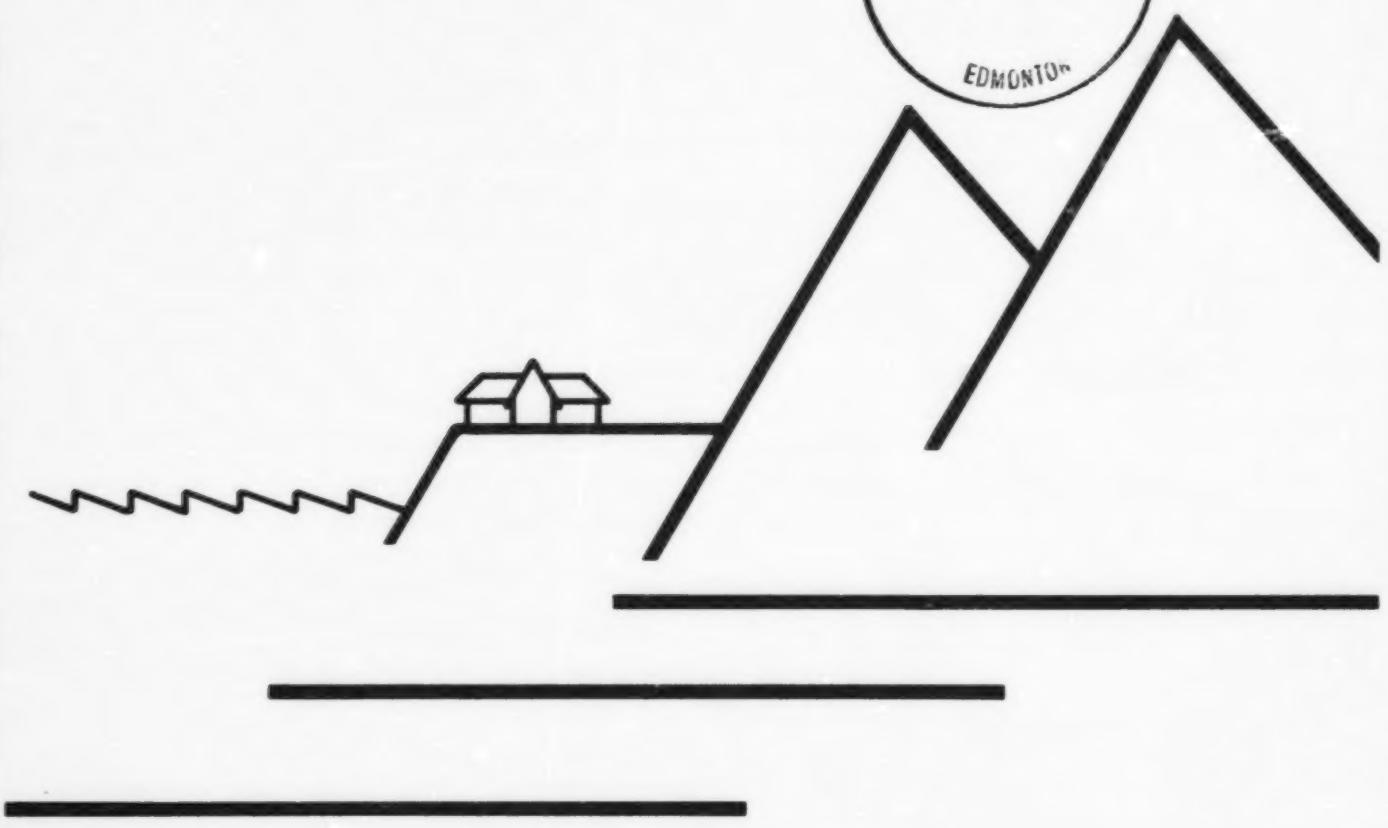

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February, 1991

TO WHOM IT MAY CONCERN

The following executive summary provides an overview of the Waterton Tourism Study. A profile of visitors to Waterton Lakes National Park, and the proposed marketing strategy are highlighted.

Much of the work for the study was completed in 1988. However, verification of some of the data from the surveys was required. Due to unforeseen delays, the study is only now being released. It is felt that the information obtained from the study is still relevant.

It should be noted that this study was conducted by an independent consultant commissioned by Alberta Tourism. As such, this study does not represent government policy, nor does it imply any commitment to implementation. It is recognized that implementation of the marketing strategy will be addressed in a manner that is consistent with Canadian Parks Service policies, and the park management planning process.

If you have any comments regarding the report, please contact:

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Yours sincerely,

Bernard F. Campbell
Deputy Minister

91-06678/

WATERTON TOURISM STUDY

EXECUTIVE SUMMARY

Prepared for:

Alberta Tourism

Prepared by:

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In Association with
Brent Ritchie, Ph.D.

August, 1988

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WATERTON TOURISM STUDY

EXECUTIVE SUMMARY

BACKGROUND

The Waterton Tourism Study had a three-fold purpose:

- To conduct a visitor profile survey that will provide a data base for tourism planning and marketing.
- To identify and assess existing and potential tourism opportunities that are compatible with present and future management objectives of the Canadian Parks Service in Waterton Lakes National Park.
- To develop a marketing strategy for Waterton Lakes National Park that will address short, medium and long term strategies that are compatible with present and future management objectives of the Canadian Parks Service in Waterton Lakes National Park.

Pannell Kerr Forster was commissioned by the Governments of Alberta and Canada in August of 1986 to conduct various surveys, coordinate the public consultation program and produce the marketing strategy. The study was made possible through funding under the Canada/Alberta Tourism Agreement.

The Steering Committee for this study was comprised of representatives from Alberta Tourism, Canadian Parks Service, Department of Regional Industrial Expansion, Waterton Chamber of Commerce and Visitors Association and the Chinook Country Tourist Association.

SURVEYS AND PUBLIC CONSULTATION PROGRAM

As part of the study process, several surveys were conducted and a public consultation program was implemented. The main elements of the program included:

- Public Open Houses in August of 1987 and March and April of 1988.
- Stakeholder workshops in September of 1987 and April of 1988.
- An Exit Survey of Park visitors exiting by private vehicle from November 1, 1986 through October 31, 1987.
- A survey of motorcoach tour passengers, escorts and drivers during the summer of 1987.
- A telephone survey of residents in Calgary, Medicine Hat, Lethbridge and Great Falls.
- A survey of visitors crossing into Canada at Carway and Chief Mountain during August, September and October of 1987.
- A survey of leaseholders and businesses in Waterton Lakes National Park during the fall of 1987.

PLANNING AND POLICY FRAMEWORK

There are several plans and policies adopted by all three levels of government which ultimately affect the way in which tourism can be marketed and developed in Waterton Lakes National Park. The major plans and policies include:

- Parks Canada Policy, 1979
- Waterton Lakes National Park - Park Management Plan, 1978
- Waterton Lakes National Park Visitors Centre Development Plan, 1977
- The Waterton Biosphere Reserve Designation by UNESCO
- Architectural Motif and Guidelines for Waterton Lakes National Park
- Management Strategy for Glacier National Park, 1987-1992
- M.D. of Pincher Creek Land Use Bylaw and General Municipal Plan
- M.D. of Cardston Land Use Bylaw and General Municipal Plan

These plans and policies in their present form provide an excellent framework for improving tourism in Waterton Lakes National Park. All plans and policies reinforce and complement unique product characteristics that draw people to this world-class tourist destination.

VISITOR PROFILE

During the survey period, November 1, 1986 through October 31, 1987, it is estimated that approximately 325,338 visitors exited Waterton Lakes National Park by private vehicle. A breakdown of estimated visitation and expenditures by season is as follows:

	Number	%	$ per Visitor	Total $	%
Winter November 1 to April 14 (165 days)	17,897	5.5	2.11	37,800	0.4
Spring April 15 to June 14 (61 days)	55,426	17.0	15.08	836,000	9.4
Summer June 15 to September 7 (85 days)	228,071	70.1	33.24	7,580,700	85.4
Fall September 8 to October 31 (54 days)	23,944	7.4	17.60	421,400	4.7
TOTAL	325,338	100.0%	$27.32	$8,876,000	100.0%

Source: Waterton Exit Survey, 1986/87

Note: Expenditure per visitor and total expenditure are rounded.

These visitors spent an estimated $8.9 million in the Park or approximately $27.32 per visitor. In addition, approximately 9,280 passengers on motorcoach tours visited the Park during the same period, nearly 80% of them during July and August of 1987. It is estimated that motorcoach tours spent an estimated $308,000.

The origin of Park visitors based on the Exit Survey can be summarized as follows:

	%
Southern Alberta	35
Calgary	9
Edmonton	4
Rest of Alberta	5
Montana	6
California	4
Other Northwest United States	5
Rest of United States	19
Saskatchewan, Manitoba and B.C.	9
Rest of Canada	1
Europe and Other Countries	3
	100

A summary visitor profile is presented in the following table.

SUMMARY VISITOR PROFILE
WATERTON LAKES NATIONAL PARK
NOVEMBER 1, 1986 TO OCTOBER 31, 1987

	Winter	Spring	Summer	Fall	Annual
A. VOLUME **					
Total estimated vehicles	6,604	20,155	81,164	10,189	118,112
Average vehicle party size	2.71	2.75	2.81	2.35	2.75
Total visits ('000)	17,897	55,426	228,071	23,944	325,338
Average nights in Waterton (All Visits)	0.8	0.5	1.7	1.3	1.4
Total visit-nights	14,318	27,713	387,720	31,127	460,878
B. DURATION					
All Visits					
Average No. of Nights on Trip	2.2	4.1	10.0	8.4	8.4
Average No. of Nights in Alberta	2.0	2.1	3.7	3.3	3.3
Average No. of Nights in Park	0.8	0.5	1.7	1.3	1.4
1 + Night Visits Only					
Average No. of Nights on Trip	8.0	8.5	13.2	12.6	12.5
Average No. of Nights in Alberta	7.2	4.6	5.7	5.1	5.5
Average No. of Nights in Park	10.4	1.7	3.7	3.5	3.5
C. VISITOR ORIGIN					
Southern Alberta	75%	55%	28%	28%	35%
Calgary	8	15	8	6	9
Edmonton Metro	3	1	4	9	4
Central/Northern Alberta	3	2	6	4	5
British Columbia	2	4	3	11	4
Saskatchewan	2	*	4	3	3
Ontario	2	1	2	2	2
Other Canada	1	1	1	6	1
Montana	*	3	7	2	6
Other Northwest States	2	2	6	6	5
California	1	3	5	4	4
Other States	1	10	24	14	19
Europe & Other Countries	*	3	2	5	3
D. VEHICLE TYPE					
Car	69%	63%	62%	59%	62%
Truck/Truck Camper/Van	30	31	33	33	32
Motorhome/R.V.	*	5	4	6	4
Motorcycle/Bicycle	*	1	1	2	1
E. OVERNIGHT ACCOMMODATION IN PARK					
Hotel/Motel	39%	38%	49%	44%	47%
Campground	13	49	44	50	45
Cottage/Home of Friend	48	12	6	6	7
Other	*	1	1	*	1
F. PRIMARY TRIP PURPOSE TO WATERTON					
Vacation	7%	32%	64%	47%	54%
Day Use/Social	78	55	27	39	36
Personal/Family	6	6	6	4	6
Personal Business	3	4	2	2	2
Business	6	2	1	2	1
Attend Meeting	*	*	1	6	1
G. NATURE/COMPOSITION OF TRAVEL PARTY					
Couple	28%	28%	38%	46%	37%
Family/Relatives	38	43	41	23	40
Friends	17	16	11	8	12
Alone	15	13	9	19	10
Other	3	1	1	3	1
H. HOUSEHOLD INCOME					
Less than $20,000	19%	23%	13%	11%	15%
$20,000 to $39,000	39	28	28	40	29
$40,000 to $59,000	22	27	28	30	28
$60,000 +	20	22	31	21	28

SUMMARY VISITOR PROFILE
WATERTON LAKES NATIONAL PARK
NOVEMBER 1, 1986 TO OCTOBER 31, 1987
(Continued)

	Winter	Spring	Summer	Fall	Annual
I. EXPENDITURES IN WATERTON/PERSON/VISIT					
Meals and Refreshments	$0.95	$5.06	$9.29	$6.01	$7.88
Groceries & Beverages in Stores	0.14	1.39	2.22	1.39	1.91
Accommodation	0.72	3.41	9.72	4.51	7.77
Gas & Oil	0.11	0.71	1.28	0.42	1.06
Auto Maintenance & Repairs	0.00	0.06	0.19	0.12	0.14
Park Entrance Fees and Licenses	0.00	1.30	1.28	0.95	1.19
Recreation & Entertainment	0.07	0.79	2.59	0.89	2.02
Conference/Convention Registration Fees	0.00	0.05	0.20	0.25	0.17
Retail Store Purchases	0.10	2.24	6.06	2.89	4.85
All Other Goods & Services	0.03	0.09	0.42	0.27	0.32
Total Per Person Per Visit	2.11	15.08	33.24	17.60	27.32
Total Expenditures in Waterton ('000)	37.8	836.0	7,580.7	421.4	8,876.0
J. MAIN TRIP DESTINATION IN ALBERTA					
Waterton	76	72	69	65	70
Banff	*	2	4	11	4
Calgary	1	2	5	1	4
Jasper	*	4	4	2	4
Edmonton	*	1	3	1	2
Lethbridge	4	5	2	3	2
Other S.W. Alberta	18	4	5	10	6
Other Alberta	1	4	4	2	4
None	*	6	4	5	4
K. VISITOR ACTIVITIES (ANNUAL TOP 10) ***					
Sightseeing by Car	85%	81%	87%	91%	86%
Walking	39	68	79	82	75
Wildlife Viewing	56	64	68	72	67
Photography	34	44	58	62	55
Shopping	3	38	63	30	53
Resting/Relaxing	12	39	48	43	44
Restaurant Dining	9	31	50	42	44
Visiting Glacier Park	2	21	50	39	41
Vegetation/Flora Viewing	12	37	43	44	41
Bird Watching	19	25	27	37	27
L. FACILITIES/PROGRAMS USED BY VISITOR (ANNUAL TOP 5) ***					
Hiking Trails	20%	35%	40%	43%	38%
Information Centre	4	14	35	22	29
Scenic Boat Tour	*	4	18	6	14
Interpretive/Education Programs	1	4	16	18	13
No Facilities/Programs	70	51	35	36	40
M. ATTRACTIONS/SITES VISITED IN WATERTON (ANNUAL TOP 5) ***					
Prince of Wales Hotel	13%	40%	61%	47%	53%
Cameron Falls	49	50	47	45	49
Cameron Lake	26	30	41	40	38
Red Rock Canyon	24	32	37	47	37
Marina	10	29	34	28	31
N. TIMING OF DECISION TO VISIT WATERTON					
Same Day	61%	40%	23%	28%	28%
Within Previous Week	32	36	35	45	36
Within Previous Month	4	13	17	14	15
Within Previous 3 Months	2	7	14	8	12
More than Previous 3 Months	1	4	12	6	9

SUMMARY VISITOR PROFILE
WATERTON LAKES NATIONAL PARK
NOVEMBER 1, 1986 TO OCTOBER 31, 1987
(Continued)

	Winter	Spring	Summer	Fall	Annual
O. SOURCES OF INFORMATION INFLUENCING VISIT TO WATERTON					
Previous Experience	66%	57%	39%	47%	44%
Friends and Relatives	24	19	23	22	23
Tourist Information Centres	1	6	12	9	10
Map, Atlas	1	2	5	6	4
Glacier Park	*	3	5	1	4
Travel Article	*	3	4	8	4
Travel Guides	2	2	2	3	2
Alberta Travel Literature	1	2	1	*	1
Other Brochure	1	1	1	*	1
Travel Agent	*	1	1	*	1
Advertisement	*	1	*	*	*
Other	2	2	3	4	3
No Information Used	2	1	4	*	3
P. OVERALL SATISFACTION WITH VISIT					
Excellent	20%	34%	38%	45%	37%
Very Good	34	40	46	46	44
Good	34	21	14	7	16
Fair	9	5	2	2	3
Poor	2	*	*	1	*
Q. VISITOR SUGGESTIONS FOR IMPROVEMENT (ANNUAL TOP 10) ***					
More Facilities, Activities	7%	11%	10%	6%	10%
Better Camping Facilities	3	8	8	5	7
More Camping Facilities	7	6	6	3	6
More Places Open	22	4	2	14	4
Better Signage	1	3	3	8	3
Control on Growth	5	2	2	8	3
More Restaurants	1	3	3	1	3
Better Roads	1	1	2	1	2
More Hotel Facilities	*	1	2	*	2
Nothing in Particular	47	55	56	53	55

* = Less than 1/2 of 1% or zero.
** = Excludes motorcoach tour passengers.
*** = Multiple responses allowed.
Note: May not add to 100% due to rounding or multiple responses allowed.

Winter = November 1, 1986 to April 14, 1987
Spring = April 15 to June 14, 1987
Summer = June 15 to September 7, 1987
Fall = September 8 to October 31, 1987

WATERTON MARKETS

The target market segments for Waterton Lakes National Park are as follows:

- regional touring and recreation segment;
- relaxation and adventure getaway segment;
- general touring segments;
- outdoors segment;
- conferences, seminars and meetings segment; and
- motorcoach tour segment.

The relaxation and adventure getaway segment is likely the most significant target market for Waterton since people in this segment are likely to contribute the greatest growth in visitation and expenditures. This market segment is principally located throughout the northwest United States, Calgary and Edmonton. This market is looking for a destination that is relatively uncrowded and quieter than most other National Parks that are accessible by people from larger population centres.

MARKETING IMAGE

The basic marketing image which differentiates Waterton Lakes National Park from other national parks and destinations can be described as the unique combination of mountain scenery, lakes, the abundance of visible wildlife, the mountain village and the Prince of Wales Hotel. Probably the most popularized image of Waterton Lakes National Park is that of the Prince of Wales Hotel featured on the promontory when viewing Upper Waterton Lake to the south and the surrounding mountain peaks. This image of Waterton has gained international exposure and recognition and has been featured by Alberta Tourism in its national and international advertising campaign for 1988. The current Waterton Marketing slogan being used by the Waterton Chamber of Commerce and Visitors Association is "Waterton, in all her majesty". This slogan complements the slogan used by Alberta Tourism "Alberta, in all her majesty".

MARKETING OBJECTIVES

- Maintain level of visitor satisfaction at 80% or higher.
- Increase visitation and expenditures primarily during the fall and spring periods from approximately 325,000 visitors in 1986/87 to 433,000 in 1998/99 with a corresponding increase in expenditures from $8.9 million to $21.2 million (excluding visitation and expenditures by Motorcoach tour visitors).

Visitation during the summer months is expected to stabilize at 230,000 visits per annum. The largest absolute increases in visitation and expenditures are expected to occur during spring and fall.

STRATEGIC DIRECTIONS

- It is of utmost importance to maintain the existing product characteristics of the Park and enhance the townsite by improving accommodation, services and activities.
- Promotion should be aimed at increasing visitation outside the summer months. It is recognized that the Park cannot handle a massive increase in visitation during the summer months especially since the present infrastructure requires considerable improvement.

In order to achieve the marketing objectives and stay within the basic strategic directions, several assumptions have been made:

- That there will be cooperation amongst all major stakeholders interested in tourism promotion and development in Waterton Lakes National Park and the surrounding area.
- That the differences in Waterton Lakes National Park will be promoted to the targeted markets.
- That supply and quality of product issues will be addressed before significantly increasing promotion.
- That a common marketing message and image will be implemented.
- That emphasis will be placed in the short term on expansion of existing markets and in the longer term on creating or capitalizing on other markets.

The following table provides a summary of the proposed marketing recommendations by presenting action descriptions for each market segment according to the marketing mix of product, price, place and promotion.

IMPLEMENTATION AND FOLLOW-UP

The implementation of the strategy will be largely the responsibility of the major groups and organizations in Waterton Lakes National Park including but not limited to the Canadian Parks Service, Waterton Chamber of Commerce and Visitors Association, Waterton Recreation Board and the Waterton Natural History Association. Many of the promotions will need to be coordinated with promotional activities planned and implemented by other organizations outside the Park such as Glacier National Park, Chinook Country Tourist Association and various attractions throughout southwest Alberta.

The following table also identifies primary organizations responsible for implementation of each recommendation, when it should be implemented and an implementation rating based on access to existing and new volunteer and financial resources. The operations and capital budgets are order of magnitude cost estimates for financial resources required by the identified organizations.

An annual monitoring survey is recommended to measure progress in the implementation of the strategy toward achieving the marketing objectives. It is proposed that the Waterton Chamber of Commerce and Visitors Association have the responsibility of coordinating marketing activities, along with reviewing and revising the strategy. Monitoring and evaluating the effectiveness of the strategy's implementation should be the joint responsibility of the Waterton Chamber of Commerce and Visitors Association and the Canadian Parks Service.

IMPLEMENTATION PROGRAM SUMMARY

WATERTON TOURISM MARKETING STRATEGY

MARKET SEGMENT/RECOMMENDATION	WHOM? PRIMARY RESPONSIBILITY	WHEN?	IMPLEMENTATION RATING	BUDGET OPERATIONS ($000's)	BUDGET CAPITAL ($000's)
GENERAL MARKETING TO ALL SEGMENTS					
Product					
• Develop and improve off season events and activities.	All	1988-99	3	$75-100	$700-1,000
• Upgrade accommodation and services.	WCCVA/CPS	1988-94	2	-	-
• Improve cooperation and coordination of all organizations to meet the needs of visitors.	All	Continuous	1	-	-
• Develop solution to staff housing shortage.	Business/CPS	1988-99	3	-	-
• Promote infill development.	CPS	1988-99	3	-	-
• Develop new Heritage Centre.	WNHA	1988-94	3	$100-125	$1,300
• Develop Circle Tour Products.	WCCVA/CCTA	1988-94	1	$5-10	-
Price					
• Maintain existing pricing strategy.	Businesses/CPS/WNHA	1988-91	1	-	-
Place					
• Improve directional signage to Waterton in the United States.	WCCVA/CCTA/CPS	1988-89	1	-	-
• Organize lobby to keep Chief Mountain border crossing open longer.	WCCVA/CCTA/AG	1990-94	3	-	-
Promotion					
• Hire a full time promotions coordinator.	WCCVA	1988-89	2	$25-30	-
• Develop annual calendar of events and promotions.	WCCVA/CPS/WNHA	1988-89	1	$10-15	-
• Expand Waterton-Glacier guide.	WNHA/WCCVA	1989	2	-	-
• Implement consistent image in advertising and promotion.	WCCVA	1988-89	1	-	-
• Implement Waterton toll-free hotline.	WCCVA/WNHA/CPS	1989	2	$8-10	-
• Keep all stakeholders involved and informed.	WCCVA	1988-89	1	$1-2	-
• Work with complementary corporate sponsors.	WCCVA/CPS	1988-99	1	$5-7	-
• Participate in committees and promotions of regional groups and attractions.	WCCVA/WNHA/CPS	Continuous	1	$10-15	-
• Work with larger tourist organizations in Canada and the United States.	WCCVA	Continuous	1	$5-10	-

LEGEND: **Whom?**

- WCCVA = Waterton Chamber of Commerce and Visitors Association
- CPS = Canadian Parks Service
- WNHA = Waterton Natural History Association
- AG = Alberta Government
- WRB = Waterton Recreation Board
- CCTA = Chinook Country Tourist Association

Implementation Rating

1 - Possible using existing volunteer or financial resources.
2 - Possible providing there is an increase in volunteer or financial resources.
3 - Requires a change in government policy or major funding.

Budget

The budget figures are estimates for financial resources that may be required to implement the recommendations by the respective organizations. Investments by individuals or businesses are not shown. Volunteer commitments are not assigned a monetary value. All budget figures are expressed in 1988 dollars.

IMPLEMENTATION PROGRAM SUMMARY

WATERTON TOURISM MARKETING STRATEGY

MARKET SEGMENT/RECOMMENDATION	WHOM? PRIMARY RESPONSIBILITY	WHEN?	IMPLEMENTATION RATING	BUDGET OPERATIONS ('000's)	BUDGET CAPITAL ('000's)
GENERAL MARKETING TO ALL SEGMENTS (Cont'd)					
Promotion (Cont'd)					
• Capitalize on the "Trail of the Great Bear" initiative.	WCCVA/CPS	1989-92	2	$1-2	-
• Develop annual publicity program.	WCCVA/CPS	1989-89	1	$1-2	-
• Organize familiarization tours for travel influencers and media in target markets.	WCCVA	Continuous	1	$2-4	-
• Implement training and orientation programs.	WCCVA/CPS	1988-92	2	$1-2	-
• Product packaging for target markets.	Business/CPS/WNHA/WCCVA	Continuous	1	$1-2	-
• Capitalize on strong linkages to other communities and attractions in Alberta.	All	Continuous	1	-	-
• Create mailing lists.	WCCVA/WNHA/CPS	1988-90	1	-	-
• Targeted advertising only.	WCCVA/WNHA	Continuous	1	$10-15	-
• Involve Park staff in selling the Park to visitors for spring and fall.	WCCVA/CPS	Continuous	1	-	-
• Ensure inclusion in major travel guides.	WCCVA/CPS	Continuous	1	-	-
• Limited participation in trade and consumer trade shows.	WCCVA/CCTA/AG	Continuous	2	$2-3	-
REGIONAL TOURING AND RECREATION SEGMENT					
Product					
• Develop indoor program for bad weather days.	WRB/CPS/WNHA/WCCVA	1988-1992	3	-	-
• Maintain a packaging concept connected to overall theme and image.	All	Continuous	1	-	-
Price					
• Provide price incentives for shoulder season visitation.	Businesses/WNHA/CPS	1988-1992	1	-	-
Place					
• Improve Park infrastructure.	CPS	1988-94	3	-	$3,500
• Create open appearance of services and facilities in townsite.	WCCVA/CPS	1988-89	1	$2-3	-
• Signage at gate kiosk.			1	-	-
Promotion					
• Focus on single event or activity.	WNHA/WCCVA/CPS	1988-89	2	-	-
• Implement frequent visitor discounts.	WCCVA	1988-91	1	-	-
• Develop cooperative ads with tags by businesses.	WCCVA	Continuous	1	-	-
• Design specific publicity program for regional touring and recreation segment.	WCCVA	Continuous			

IMPLEMENTATION PROGRAM SUMMARY

WATERTON TOURISM MARKETING STRATEGY

MARKET SEGMENT/RECOMMENDATION	WHO? PRIMARY RESPONSIBILITY	WHEN?	IMPLEMENTATION RATING	BUDGET	
				OPERATIONS ($000's)	CAPITAL ($000's)
RELAXATION AND ADVENTURE GETAWAY SEGMENT					
Product					
• Package two and three night getaways.	Businesses/WCCVA	1988-99	1	-	-
Price					
• Capitalize on willingness to pay for quality of experience.	Business/WCCVA	Continuous	1	-	-
Promotion					
• Advertise in special interest magazines.	WCCVA	Continuous	2	$10-15	-
GENERAL TOURING SEGMENT					
Product					
• Differentiate from Glacier National Park for Americans.	WCCVA/CPS	Continuous	1	-	-
Price					
• Obtain a premium price for peak season travel.	Businesses	Continuous	1	-	-
Place					
• Support creation of the "Trail of the Great Bear".	WCCVA/CCTA/CPS	1989-90	2	-	-
OUTDOORS SEGMENT					
Product					
• Provide basic level of service and information.	WNHA/CPS	Continuous	2	$4-6	-
Promotion					
• Obtain mailing list for direct mail.	WNHA/CPS	Continuous	2	$3-4	-
• Capitalize on local contacts.	WNHA/WCCVA	Continuous	1	-	-
• Promote educational programs.	WNHA/Biosphere Reserve Committee	Continuous	1	$3-5	-
CONFERENCES, SEMINARS AND MEETINGS SEGMENT					
Product					
• Produce community based brochure for conference, seminar and meeting facilities.	WCCVA	1990-91	2	$4-5	-
• Provide more guiding/interpretive services.	WCCVA/CPS	1988-89	2	-	-
• Provide more speakers for conferences.	WNHA/CPS	1988-89	1	-	-
Price					
• Offer meeting room accommodation and meals package.	Businesses/WCCVA	1988-89	1	-	-
Promotion					
• Use direct mail followed by personal visitation.	Businesses/WCCVA	Continuous	2	$5-7	-
• Pursue cooperative programs with other organizations and institutions.	WNHA/WCCVA	Continuous	2	$1-2	-

IMPLEMENTATION PROGRAM SUMMARY

WATERTON TOURISM MARKETING STRATEGY

MARKET SEGMENT/RECOMMENDATION	WHOM? PRIMARY RESPONSIBILITY	WHEN?	IMPLEMENTATION RATING	BUDGET OPERATIONS ($000's)	BUDGET CAPITAL ($000's)
MOTORCOACH TOURS SEGMENT					
Product					
• Send advance tour planning information to tour operators.	WCCVA/CPS	Continuous	2	$2-3	-
Price					
• Offer bigger discounts for spring and fall tours.	Businesses	Continuous	1	-	-
Promotions					
• Promote tour operators products and provide referrals.	WCCVA	Continuous	1	-	-
• Conduct sales Blitz to tour companies.	WCCVA	1989-91	2	$2-3	-

ACKNOWLEDGEMENTS

The Waterton Tourism Study was conducted under the direction of a Steering Committee comprised of the following members and advisors.

Brian Baker	Waterton Chamber of Commerce and Visitors Association
Brenda Bush-LaFrance	Alberta Tourism
Jim Hartley	Canadian Parks Service
Tom Hill	Department of Regional Industrial Expansion
Alan Koehler	Alberta Tourism
Bernie Lieff	Canadian Parks Service
Enid Markus	Alberta Tourism
Jim Rouse	Canadian Parks Service
Beth Russell	Chinook Country Tourist Association and Waterton Chamber of Commerce and Visitors Association
Randy Smith	Chinook Country Tourist Association
Georgine Ulmer	Department of Regional Industrial Expansion

Mr. Koehler served as the Committee Chairman and liaison with the consultant.

Principal members of the consulting team included:

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